

MISSING PAGE(S)

 

ORIGINAL DOCUMENT MISSING PAGE(S):

a. Indoctrination

With the establishment of the Office of Training, orientation and indoctrination became an obvious initial target against which to apply a training

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and the facilities and authority for putting the policy into effect.

(6) As of 1 June 1952, 65 professional trainees had been entered in the Basic Intelligence Course.

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effort. Previously, indoctrination and orientation of new personnel were limited to the environment of the Office in which the individual was recruited to work. As a consequence, orientation and indoctrination were not uniform throughout the Agency, were haphazard since no established facilities were provided for this purpose, and were unsatisfactory in that they failed to give new personnel a full appreciation of the missions, functions and organization of the Agency. The Director of Training, therefore, established an indoctrination course, consisting of approximately three hours of presentations on the mission and functions of the Agency, its organization and relationships to other governmental agencies. This indoctrination course is part of the entrance on duty procedure

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for new personnel and is presented in conjunction with Agency security briefing. As of 1 June 1952, 2621 personnel had attended this Agency Indoctrination Course.

b. The Orientation Program

The Office of Training was established within the Agency incident to a change in the directorship of the Central Intelligence Agency. In taking over leadership of the Agency, the present Director of Central Intelligence put into effect a reorganization plan which affected almost every single component of the Agency in terms of responsibilities and intelligence policies. As a consequence, an orientation program on an Agency-wide basis became as desirable for personnel who had previously been on duty with the Agency as it was necessary for

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new personnel entering on duty. The Director of Central Intelligence established an Agency orientation program which has been presented quarterly and which, at the earliest feasible time, all Agency employees Grade GS-5 and above are required to attend. The objective of this program is to broaden the scope and comprehensiveness of information relating to the intelligence process. This program, conducted by the Office of Training, involves the participation of the Director of Central Intelligence, his Deputies, selected Assistant Directors, various Agency experts and one or more prominent governmental officials at or near the cabinet level. As of 1 June 1952, 2473 Agency personnel had attended the orientation program.

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c. Reading Improvement

Concurrently with the establishment of the Office of

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Training, the Director of Central Intelligence set up a reading improvement laboratory to increase the reading speed and reading comprehension of Agency personnel whose duties require the processing and assimilation of a large volume of intelligence material per day. The reading improvement course consists of thirty hours of laboratory work and instruction over a six week period. The course includes accelerated reading practice, digit retention exercises, and reading training films. The course is designed to increase reading speed and reading comprehension by widening the span of visual recognition, by decreasing the number and shortening the duration of visual fixations, and by preventing regression and vocalization. As of 1 June 1952, 474 Agency personnel had successfully completed the reading improvement course.

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d. Provisionally Cleared Personnel

In early 1951 the Director of Training met the problem of providing meaningful training programs for personnel EOD'd on a provisionally cleared basis. This problem arose out of the fact that a considerable number of personnel recruited by the Agency would be lost to the Agency unless they could be put on its payroll prior to the completion of security clearance action.

(1) Unclassified Training Group A (UTG/A)

The first program to be established was Unclassified Training Group A for professional personnel recruited for duty with the non-covert Offices of the Agency. This program is of six weeks duration, and consists of unclassified training courses in Intelligence, International Relations, General Administration

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and Reading Improvement. Personnel who enter
UTG/A and complete its training program and who
still remain on provisionally cleared status
are assigned a full-time work project which is
prescribed by the Office of Training in
consultation with their sponsoring Office.
In some instances, the Offices have requested
language training to be included in the
instruction provided in the UTG/A program. As
of 1 June, 235 personnel had completed the
UTG/A training course and 185 personnel had
been given eight weeks of basic training in Russian.

*1-1/2 hrs
on 1 June
until end of June 17*

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the covert Offices of the Agency. This program is highly specialized and tailor made for the individual even though it is conducted on an unclassified basis. It consists of specialized research projects, required reading, and area familiarization.

(3) Training in the Personnel Pool

In January of 1952 the Director of Training took over the responsibility for training in the Personnel Pool for support-clerical personnel EOD'd on a provisionally cleared basis. An unclassified training program in shorthand, typing, office practice, English usage and geography was established. The Personnel Pool now includes fully-cleared as well as provisionally-cleared support-clerical personnel.

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All new clerical personnel are required to take a two week clerical training program before being placed in the Agency; justifiable exceptions are granted.

11. Clerical Training

In the spring of 1951 the Director of Training established a clerical refresher training program for on duty support clerical personnel who require improvement in typing, shorthand, accounting, filing, English usage, stenotyping or Agency office practices. As of June, 393 clerical personnel had been processed through one or more of such refresher training courses.

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~~from the Personnel Staff, evidently immediately on December 1, 1950.~~¹

In January 1951 the first of a series of OTR's assemblies of new employees, called "Agency Orientation Conferences," was announced,² and in February it was convened for the first time,³ at which the Director and most of CIA's key officials were introduced and given an opportunity, extending over most of a week, to explain the general organization of CIA and IAC, with special emphasis on the

¹ The transfer of this function from the Personnel Office is not explained or dated in OTR's history for 1951-52 (either in the 1952 version or in the revision of 1955, both in O/OCI/HS files). The date December 1, 1950, is inferred from the fact that the Director of Training was already in correspondence with at least one of the operating offices (OOD) on December 5; see OTR's history, 1955 revision, p. 5, note 5. The prior history of this program in the Personnel Office, before October 1950, is not mentioned in that history (ibid.) and is outside the scope of the present study as well, but the fact of that program is evident from CIA's Budget Estimate of Sept. 1, 1950, and the Agency's organizational manual (CIA Regulation [redacted] previously cited.

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² According to OTR's history for 1951-52 (1955 ed., p. 5, citing a "tentative" schedule), this course was "announced...on 29 January 1951." Actually it was not announced throughout the Agency until Feb. 6, 1951, by CIA Notice [redacted] (in CIA Records Center). The announcement specified that all new employees since Oct. 1, 1950, would be expected to attend.

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³ Feb. 13-15, 1951; see course outline and disc recordings, in OTR files.

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current reorganization which was then coming to a conclusion.¹

This "conference" subsequently became a quarterly (then 3-times-a-year) affair, and by mid-1952, it had been attended by almost 2,500 employees, including, by then, some of the older employees as well.² Beginning in November 1951, a second, briefer "indoctrination" program was launched, consisting of about three hours of lectures,

¹ No correspondence has been seen, for December 1950-January 1951, which would explain more clearly the intended purposes of this program. According to OTR's history for 1951-52 (1952 version, Secret, p. 34, in O/XCI/HS files), the need for explaining the reorganization of 1950-51 to new employees was, indeed, the primary object to be served. Most of the early "orientation conference" lectures, in February, and April and June 1951, did, in fact emphasize (in some cases in great detail) the issues in the current reorganization (disc recordings, Secret, in OTR files). If that were the principal purpose, it is difficult to understand, historically, why these lectures were not presented, instead, to old employees, who would more readily have recognized and understood the issues discussed, rather than to new employees (like the present writer, who attended in June 1951) who could hardly be expected to recognize, let alone appreciate the fact that CIA had any organizational issues that needed explaining. In any case, old employees were admitted later, probably not until about March 1952. OTR's history for 1951-52 (revised edition of 1955, p. 5) does not give the date of this revised policy, but does say (in August 1952) that this conference was "finally" opened to "all Agency members [employees] who had not previously attended," (*Ibid.*, p. 5), and that in March 1952 it was made "mandatory for all employees GS-5 and above, who had not previously had it" (*Ibid.*, p. 5, note 7, paraphrasing CIA Notice [redacted] March 10, 25X1A 1952).

² On the policy of attendance by older employees, see footnote above. 25X9A2. On the total attendance figures [redacted] by June 1, 1952), see OTR's history for 1951-52 (1952 version), p. 34, previously cited. This figure would seem to indicate that somewhat less than a third of all employees, old and new, had actually attended the "Orientation Conference by mid-1952.

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